

STATINTL

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70-4982
24 DEC 1970
Training 6

MEMORANDUM FOR: Assistant Deputy Director for Support

Jack:

25X1 This is to get on paper my comments to you last night in response to your question about midcareer criteria. As I told you, I discussed this last night with my staff which included Messrs. [redacted] ([redacted] is on leave.) So what I have to say is, though rather hurried, the distillation of a good deal of top experience in professional management.

25X1

To get the first item out of the way; we all agreed that the Midcareer Program as such was a bootless exercise and should be wiped off the books. It probably has actually been counter-productive. Now, as to criteria for attendance at the Midcareer Course (Executive Development omitted), we believe that the grade pattern should be 12 through 14. This recognizes that the people in the middle of their careers coming from different Directorates and Career Services may hold different grades. We do not think that there should be any promise, either expressed or implied, that the individual named for attendance is going to be promoted to grade 15. We believe that people up to the age of 45 should be permitted to attend. We would not set a minimum age limit as we believe this minimum is better served by the lower grade limitation. Again, in recognition of the different patterns in the different Directorates, we believe that anyone with three years or more of Agency service should be eligible, the point being that, short of that period of time, he hasn't had enough exposure to either benefit or truly contribute. In terms of the worth of the individual, we believe that no one should be nominated to the course who, in the last five years, has had anything below Proficient as an overall rating on his Fitness Report. Finally, what we feel is the most critical criterion is that the Head of the Career Service, probably with the advice and consent of his Career Board, has determined that attendance at the course would indeed benefit the individual and hence the Agency. Nominations should not be merely for the purpose of filling quotas--not because it would be nice to give the guy six weeks off--the word "good" rather than "nice" should be the touchstone. Now, since particularly for Carl Duckett the course as presently conducted has been an excellent orientation for people coming in at a senior level, I think we might permit an occasional GS-15 with less than three years of service, but with the limitation that, let's say, not more than three, attend any one running of the course in order not to water down the effectiveness of the mutual sharing which has always been such a strong factor.

25X1

[redacted]
Robert S. Wattles

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GROUP 1
Excluded from automatic
downgrading and
declassification

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I believe it unwise and
impolitic to dismiss the
1968 review as done
in para 5 - it slaps
OTR (many of same officers
involved) and Ex Dir &
Deputies (all of whom
were also involved then)

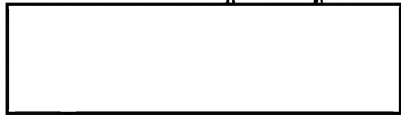
Per RLB let's not beat a horse
greed as dead - e.g. prove
case against "Program"

What is "mid career" - who says
it is age 35+ below?

Perhaps we should ask DPer, &
Directorate Pers & Org officers

WEB -

I should think we
ought to ponder &
consider this a bit
before pushing up to
Exp Dir

I'd like at least to
get views of 
& see if we have
any record of ^{post course} sessions
DDS or CTO have had with
support course students
since last major review

STAT

Para 8 -

OTR comes part of respon
for non-adherence to
Criteria

This also raised in Locher
Deputies consideration
but our pitch for
adherence (+ elimination
of senior sabbatical student)
not accepted

Para 9 - Attack - assuming
it ~~will~~ should be on orig
Criteria which Components
have met very well.

Para 10 - We still haven't
defined mid career
net or grade? same for Rec 2 -

Para 11 I don't accept
the theses here —
we'd need further
breakouts — by Career
service etc, of mid career
course students and
non-students

[whole paper — as ~~was~~
true of NIS + Senior Course
papers —
too subjective
We need more than one
opinion or input]

Para 12 a — too sweeping
statements without real
evidence. Same for 12b —
where is the evidence

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Para 13 - what ^{as} ~~is~~ ^{are} ~~the~~ ^{are} ~~based~~ ^{are}
for old + new allocations?

Para 14 - I challenge statement
that not all can become
executives esp with
retirement statistics
we're passing out
We still don't define mid career
+ we don't indicate
criteria for selection
for course

Notice still goes in
wrong (to me)
direction of telling
"older" employees to
find their own
training courses

Where is Management
- again we seem to be
talking out of two mouths
eg OTR & OP

I would like to see
statistics on mid career
course students reactions
to Grid

9 December 1970

NOTE FOR: Mr. Coffey

STAT

I think [] comments are most pertinent. Statistics can be made to prove or disprove anything. My personal feeling that the midcareer program has failed as a planned program is that Career Services each have their own idea as to tailoring or "haphazarding" the development of its officers by job rotation and training where the good one's performance rise above the average. The MEDC is a course and only one that the rising "star" is put through in his training to equip him for senior positions. The course is handled by OTR and a program is handled by Career Services--thus conflict. Only when both are handled by a single point could a midcareer program work similar to the CT program. However, I would not recommend a midcareerist be turned over to OTR for five years, to be returned an "instant executive." Thus I think the program should be discarded but the course should be continued as a midcareer refresher/training course.

If you accept Neil's and my comments. I think you should discuss with Hugh the general theme and approach before he tries a rewrite.



WEB

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8 December 1970

MEMORANDUM FOR: Executive Officer/Office of DD/S

SUBJECT : Midcareer Course Paper (DD/S 70-4541) submitted
by D/TR

STAT 1. I recommend that Mr. Cunningham's paper be rewritten to (A) eliminate the maze of statistical data, (B) exclude some broad statements which seem open to challenge, (C) contain some indication of opinion that the Program (as distinct from the Course) is not a currently valid concept, and (D) soften the implication contained in the draft of the Recision Notice, regarding [] that employees 40 years of age and older are past their "Midcareer" point.

STAT 2. The principal case the D/TR makes against the Midcareer Executive Development Program is that it has never really worked. By implication he suggests that it was not workable (e. g. "...The ambiguous, contradictory, and unenforceable language..."). Not everyone who would agree that the MEDP should be abolished will necessarily agree that the language of [] is ambiguous, contradictory or unenforceable. If we use the word "unenforceable" the Exec Dir /Compt may raise the question as to why this fact wasn't raised earlier. The D/TR (John Richardson) in his May 1968 Report (DTR-0796) had a different view on the merit of retaining the Program. If we believe that DD/S 68-2716, dtd 19 June 1968, which transmitted DTR-0796, sufficiently alerted the Exec Dir to the problems related to the Program and the Course, then the DD/S is certainly free, at this time, to recommend Colonel White's approval of the D/TR's Recommendation #1 (abolish the Midcareer Program).

3. If the DD/S elects to concur in Recommendation #1 he should consider revising the referent memo since the statistical data presented, while correct in its totals in every instance, is presented in a manner that suggests we are straining to justify a conclusion we already made, rather than coming to a conclusion as a result of analysis of the statistics.

-2-

4. When, in paragraph 5, the D/TR cites the unfavorable comments of Midcareerists regarding the MEDP (vs the Midcareer Course) I think we should be alert to the possible conclusion Colonel White could draw that the adverse comments are a reflection not on the merits of the Program, as proposed, but, rather, on the failure of the responsible officers to make it work (by suitable amendments to its guidelines and closer and more vigorous monitoring of those selected for participation).

5. I think the statistics of paragraph 8 contradict the conclusion that "these unworkable criteria (re the grade spread of Midcareerists) have been widely disregarded from the beginning." The Regulation states: "A Midcareerist is normally a GS-13..." . Such language surely allows for the introduction of GS-12's and GS-14's into the Program. GS-12's, 13's and 14's constituted approximately 83% of the students.

6. Similarly, the statistics of paragraph 9 simply do not support the strong statement of the D/TR that "It is clear that the large number of students in or past their middle 40's has a profound impact on the whole student body..." . Remembering that the Regulation set an age range of 35-45, I should think we would be encouraged that 89% of those enrolled remained below the upper limit of age 45. I can't believe that 11% of the student body, spread over all 26 runnings of the course, could have a "profound impact." That there are some obvious "fillers" in some runnings of the Course (as there were in the Course I attended) can be a salutary opportunity for the future managers to learn, firsthand, how to deal with those whom some poet described as "The disappointed, those who have missed their aim." This group represents a real managerial challenge and officers worthy of the title "managers" should see it in that light.

7. I would expect that virtually all Midcareerists would support the conclusion of paragraph 11 that "potential for eventual promotion to GS-15 or higher" lead to some disappointments. However, this is language which could have been amended early in the Program when it was obvious it had given rise to some unrealistic expectations.

8. Recommendation #2, that the Midcareer Course (with rare exceptions) be restricted to promising men and women in their 30's suggests we are setting a tone for earlier retirement. Presently the average age for CIARDS retirees is 55.6, and for CSC retirees is 61.2.

-3-

With an average EOD age for professionals of approximately 25 (assuming 30 years of service), the "ideal Midcareerist would be 40 years old. This is only .7 years younger than the current over-all average. If our objective is to provide Midcareer training prior to the time frame in which the officer assumes Midcareer responsibilities we might want to consider an upper age limit of age 35 and a limitation to GS-12 and GS-13 officers. As we observed in paragraphs 11B and 11F of a memo to the DD/S on Midcareerists, dtd 29 July 1969, the problem of selection isn't one of age and grade but of identifying those officers who will be the future managers.

9. While the change in quota (Recommendation #3) is small it may be advisable to include a statement of the DD/P concurrence in the change before sending forward to Colonel White.

10. I may be simply reflecting my own inability to make the mental adjustment, but if we're going to abolish the Midcareer Program we should consider the effort it will take to get the word to the average professional employee that the Midcareer Course is nothing more than a Course. If as the D/TR states, "Midcareer" has been derided for its inaccuracy, "one can't help but conclude that a name change would be beneficial, and perhaps more accurate in the purpose we hope to achieve. Would you buy "Managerial Development Course?" I'm sure OTR could suggest a suitable name.

11. Since there is a tendency to draw (perhaps overly so) on one's experiences in coming to conclusions, may I observe as one who has attended the MEDC that:

- a. I thought the Course was nothing short of excellent.
- b. The number of students who seemed "out of place" were very few and, in fact, added something to the experience.
- c. I regretted that the Five-Year Plan had not been part of the Program/Course. It would have afforded a number of officers the chance to express some wishes for redirection (e. g. , I would have formally sought the opportunity to either change Career Service designation or, if that were not possible, a tour overseas as an S Officer both for the broader experience and since overseas service as an SP careerist is so very limited). As far as I can determine from the record the decision to drop the Five-Year Plan, as part of the enrollment procedure, was made unilaterally by OTR.

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70 4541

16 November 1970

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : The Midcareer Course

1. Here is a discussion of some of the problems of the Midcareer Executive Development Course, with three recommendations for you and the other Deputies and the Executive Director to consider.

25X1 2. The first thing to do is to abolish the "Midcareer Training Program." With partial exceptions here and there, it does not and never
25X1 did exist outside the ambiguous, contradictory, and unenforceable language of [redacted] For the Agency as a whole, the Program has
never taken hold, though it has been on the books with little change since
it was first published as [redacted] on 29 March 1963. Some components
have formally identified certain employees as midcareerists, and some
(especially under the DDS, most notably the Office of Security) have
even made five-year training plans for them. The DDI and DDS&T
give special attention to people identified as "comers," but I am not
aware that any aspect of this effort would be handled any differently if
25X1 [redacted] did not exist. The DDP has recently completed his first annual
25X1 review by senior panels of all GS-12s through GS-15s, but that too had
nothing to do with the specifics of [redacted]

25X9 3. The Agency as a whole has never even approached the problem
of annually reviewing the situation of all GS-13s aged 35-45 (a very large
proportion of the [redacted] GS-13s on board as of 30 September 1970), and
then developing and then updating five-year training programs for all
midcareerists. If there now exists a single five-year training plan for
any individual in the Agency, it has not been established "in consultation
with the Director of Training" as the regulation requires. Even the
Office of Training, which did try for years to develop five-year plans

for all its own appropriate employees, abandoned the effort several years ago as hopelessly unrealistic. If a single five-year plan has actually been carried out with reasonable fidelity to its original provisions, I should be very glad to hear of it, if only to prove that it is possible.

25X1 4. The only aspect of the "Program" which has any current or prospective reality for the Agency is the Midcareer Course, and the only valid sentence of [] is the very last, which directs the DTR to develop and conduct it. Keeping such a dead-letter regulation on the books inculcates disrespect for regulations in general.

5. When the "Program" was last studied in 1968, interviews with midcareerists and their supervisors produced such comments as "a sham, " "patently phony, " "just a piece of paper, " "no relation to career development" (mentioned by the majority), "wasn't aware any program existed, " and other hard words. This study produced a momentary flurry of activity towards revising [] but nothing happened. All the comments just quoted occur in a submission by the DDI, but I know from experience that they could be duplicated all over the Agency, and probably with more fervor now than two years ago. Meanwhile the regulation is a slowly growing disadvantage to the Midcareer Course. Enough students are familiar with it, especially the hopes it holds out of their promotion to GS-15 and beyond, to raise valid but unanswerable questions about the reality of the Agency's stated policy of making and carrying out long-range plans for them as individuals.

25X1 6. I submit that under foreseeable circumstances the program prescribed in [] is beyond the capabilities of this Agency. Pressure of other problems, the unpredictability of programs and T/Os and budgets, and the fragmentation of the Agency into twenty-odd tribal career services all operate to frustrate any hope of consistent Agency-wide long-range planning for individuals.

Recommendation 1: Abolish the Midcareer Program, rescind [] and announce in an Agency notice (suggested text at Annex B) that the only element of it which will remain in effect is the continued offering of the Midcareer Course for employees nominated by the Directorates.

7. In content the course has varied little from that first proposed by Matt Baird in 1961, approved with other elements of his "Midcareer

Program" in 1962, and first offered in 1963. The course has been enthusiastically endorsed by almost all the students who have taken it-- now ☐ in 25 runnings. Year in and year out it has been OTR's outstanding single course. Yet it is now clear that one problem needs definitive attention: selection of the students.

8. ☐ by inference restricts the course to those "midcareerists who have been identified for future executive posts." "A midcareerist is normally a GS-13 career employee between the ages of 35 and 45 who has the potential for eventual promotion to GS-15 or higher." These unworkable criteria have been widely disregarded from the beginning. Here is the distribution of grades for the 25 runnings:

	DDS	DDP	DDI	DDS&T	O/DCI	Total CIA
GS-12	<input type="checkbox"/>					
GS-13						
GS-14						
GS-15						

Thus only 63% have been GS-13s, and 34% have been 14s or 15s. Here are comparable figures for the ☐ students in the last five runnings (21-25) only:

	DDS	DDP	DDI	DDS&T	O/DCI	Total CIA
GS-12	<input type="checkbox"/>					
GS-13						
GS-14						
GS-15						

For these five runnings the percentages are: GS-13 - 56%, 14 and 15 - 40%.

9. Ages have ranged from 27 to 52; ten students have been 30 or below, and six have been 50 or above. (All these ages are calculated from year of birth, not the exact date.) The average age of all students has been 40.7; it has ranged from 38.6 in one running several years ago to 42.4 in one running in 1970, but has mostly stayed very close to

the 40.7 average overall. Here is the breakdown of all students by age: .

27 through 34:
35 through 39:
40 through 45:
46 through 52:



25X9

or some 61% at age 40 or above. Here is the same breakdown for the last five runnings:

27-34:
35-39:
40-45:
46-52:



25X9

or 67% at age 40 or above. It is clear that the large number of students in or past their middle 40s has a profound impact on the whole student body--especially on how they see their present and prospective place in the scheme of things, their interest in learning from one another, and hence on their capacity to keep growing. What is disturbing about the older students is not their chronological age but the attitude of skeptical resignation, and often of preoccupation with personal questions like promotion and retirement, which a good many of them tend to pass on to their juniors. Since what the students learn from one another is about the most valuable single feature of the course, and its longest lasting effect is the sense of kinship it develops among contemporaries all over the outfit, it is time to reduce this wide disparity of age and preponderance of older officers.

10. It is important not to infer from all this that the older students are past training. On the contrary, I believe that many of the best of them need more training--but not in the Midcareer Course. They could profit from other courses already in existence: the Advanced Intelligence Seminar, Advanced Management (Planning), the Advanced Operations Course, the seminar for chiefs of stations and bases, the National Interdepartmental Seminar, and various types of external training particularly in management. The Clandestine Service could usefully revive its senior seminar, which had a successful running

in 1969. The Office of Training would like to develop many substantive cross-directorate seminars on the pattern of the four we have so far run on Latin America, and others on professional problems such as computer applications, requirements, coordination of finished intelligence, etc. And we are hard at work on proposals for a truly senior course aimed precisely at the older, more experienced officers clearly identified as in the line of succession to senior jobs.

11. Meanwhile, for the Midcareer Course, it is important to remove the unrealistic criterion of "future executive posts" or "potential for eventual promotion to GS-15 or higher." If nothing else it is a matter of sheer numbers. Not all our ☐ past students could conceivably fit this expectation no matter how carefully they were selected, and we shall presumably go on selecting more than a hundred new ones every year. Of ☐ GS-13 and 14 students whose cases we have reviewed, the promotion record so far goes like this:

25X9

25X1

25X9

GS-13s enrolled
Still GS-13
Now GS-14
Now GS-15

☐

GS-14s enrolled
Still GS-14
Now GS-15
Now GS-16

☐

25X9

Thus the correlation between the Course and future promotions is too small to justify any further attempt to make prospects for advancement the controlling criterion for selection. At the same time it is important that those selected show evidence of continuing growth. I would therefore suggest that the directorates set up their own broad guidelines for selecting their best men (and women--so far only 16 of the ☐ students have been women) in their 30s, with a few in their early 40s whom circumstances kept from getting in under the wire. These guidelines should be for the confidential use of the selectors, since publication holds out false hopes to those who are selected. Most people in their 40s who deserve further training should receive some other kind, and late-blooming candidates should be so advised; they could consult the OTR Catalog for other opportunities.

25X9

Recommendation 2: With the understanding that much other training is now and prospectively available for older officers, restrict the Midcareer Course (with rare exceptions) to promising men and women in their 30s.

12. Lowering the age limits focuses attention on two segments of the content of the Course:

a. A number of recent students have suggested that the Managerial Grid with which the course opens ought to be dropped, because it comes too late in their careers to be useful. A larger number have put the point more persuasively in their critiques: "I would have gotten a lot more out of this course if I could have taken it five years ago." Both attitudes argue more for reducing the age limit than for eliminating the Grid, and I propose to keep it. Most students have pronounced it valuable; the fact that more than CIA employees have been through it in various courses holds out some hope for gradual improvement in managerial practices at middle and upper-middle levels.

25X9

b. Reducing the age limit and introducing a new senior course would probably bring about a gradual shift in the level of speakers. Just as we found that new Career Trainees can often get more out of talks by CTs five or ten years older than themselves than they get out of a parade of GS-18s, so the students in their 30s may in many cases get more out of a wider variety of speakers--some from the top (not always the same ones in every running), some from just below, and some from below that. That way we could diversify the demands OTR makes on the topmost officers of the Agency (already heavy from several internal courses plus the JCS-DIA and Brookings and other briefings), and still hope to count on them for the new senior course where their appearances would have the greatest value.

13. Given the availability of much other training at all levels for the Clandestine Service, in particular the Advanced Operations Course, I suggest a new quota system to replace that which at present runs as follows:

25X9

DDS
DDP
DDI
DDS&T
O/DCI

Recommendation 3: Establish these quotas for each running:

25X9

DDS
DDP
DDI
DDS&T
O/DCI

14. Finally a word about the name. "Midcareer" has been derided for its inaccuracy. "Executive Development" promises more than can be delivered in the one-week Grid and some effort to tie that in with later segments of the course; in any case not all the students can become executives. That concept, though not necessarily the title, belongs rather to the new senior course I am recommending. After much fiddling with alternatives, I conclude that the simple name "Midcareer Course," by which it is favorably known throughout the Agency, is too familiar to justify change, and that lowering the age limit will make it a sufficiently accurate description.

HUGH T. CUNNINGHAM
Director of Training

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TRAINING

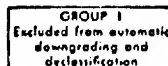


6. MIDCAREER TRAINING PROGRAM

- a. **POLICY.** A critical assessment shall be made at midcareer of each career employee's experience and accomplishments to determine the individual's potential growth. A plan for the employee's future training and growth will be designed to ensure maximum opportunity for the individual and the most effective use of his talents by the Agency.
- b. **DEFINITIONS**
- (1) A *midcareerist* is normally a GS-13 career employee between the ages of 35 and 45 who has the potential for eventual promotion to GS-15 or higher.
 - (2) The *Midcareer Training Program* is the Agency program to identify and develop midcareerists. An integral part of the program is the development and formalization of a training plan for each midcareerist to be completed in not more than five years. This individual plan will be discussed in detail with the employee concerned and will consist of planned assignments and internal or external training which best meet the career objectives that have been determined by the Head of the Career Service concerned.
 - (3) The *Midcareer Executive Development Course* (formerly the Midcareer Course) is the formal training course providing generalist training to prepare individuals for broader administrative and executive positions in the future. The course is an integral part of the plan (provided sufficient spaces are available) for those midcareerists who have been identified for future executive posts.
- c. **RESPONSIBILITIES**
- (1) Heads of Career Services shall:
 - (a) Evaluate critically all GS-13 career employees under 45 years of age and identify those individuals who are midcareerists and should therefore participate in the Midcareer Training Program. This evaluation shall be made on an annual basis.
 - (b) Establish, in consultation with the Director of Training, a training plan for each midcareerist. Review individual plans at the halfway point to determine any modifications that are appropriate.
 - (2) The Chairman, Training Selection Board shall:
 - (a) Continually monitor the Midcareer Training Program and recommend to the Executive Director-Comptroller methods to ensure its effectiveness, and
 - (b) Approve nominees for the Midcareer Executive Development Course.
 - (3) The Director of Training shall:
 - (a) Provide internal or external training specified in individual five-year plans.
 - (b) Develop and conduct the Midcareer Executive Development Course.

Revised: 3 June 1965 (244)

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C O N F I D E N T I A L

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ANNEX B

November 1970

25X1

MIDCAREER TRAINING PROGRAM

1. Midcareer Training Program, is hereby rescinded.

2. The Midcareer Executive Development Course, described in paragraph b. (3) of is retained and redesignated as the Midcareer Course. The organization, length, and content of the course remain unchanged. The course is designed for promising men and women in their thirties. Older employees should consult the OTR Catalog for the wide variety of other training opportunities available.

R. L. Bannerman
Deputy Director
for Support

DISTRIBUTION: ALL EMPLOYEES

C O N F I D E N T I A L

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MEMORANDUM FOR: Colonel White

I think Hugh has addressed himself to the pertinent deficiencies in the "Midcareer Executive Development Course," and I think his recommendations are sound.

I suggest you schedule this subject for a Deputies' meeting.

John W. Coffey

(DATE)

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10/2
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[redacted] say they
will have this before
the end of the current
course, but it may
not be here for another
couple of weeks. Suggest
query again about
15 Oct.

d

10/26 - Re [redacted] —
we should have report
by 27 Oct. Suspended for
30 Oct. WRM

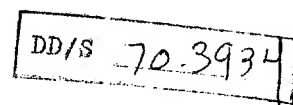
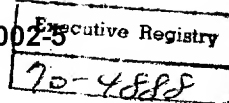
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SECRET

23 September 1970

MEMORANDUM FOR: Director of Training

Hugh:

As you know, I visited with the Midcareer Course on the evening of Wednesday, 16 September. As usual, I was impressed with most of the people in the group, although I had the definite feeling that a number, particularly from DD/P and DD/S, have already topped out. In fact, the very first question I received was preceded by a statement to the effect that the name "Midcareer Course" is a misnomer because most of the people in it are well beyond midcareer, are the lost generation, etc. The question was, "Do you have any solace for us?"

I may be entirely wrong about this impression, but I should appreciate a report from you when the Course has been completed. I shall then decide whether to take up this matter with the Deputies. If we are really not selecting the right people to attend this Course, then I question whether it is worth all the senior time, talent, effort, and expense to put it on.

/s/ L. K. White

L. K. White

SECRET